



**State of New Jersey**  
DEPARTMENT OF MILITARY AND VETERANS AFFAIRS  
POST OFFICE BOX 340  
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CHRIS CHRISTIE  
Governor  
Commander-in-Chief

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GLENN K. RIETH  
Major General  
The Adjutant General

**TAG Policy Letter 11-2\***

**10 May 2011**

**EQUAL EMPLOYMENT OPPORTUNITY POLICY**

*This TAG Policy Letter is applicable to New Jersey National Guard military personnel, Federal Technicians, Active Guard Reserve (AGR) and Competitive Civil Servants who work for the New Jersey National Guard.*

1. The New Jersey National Guard is committed to equal opportunity for all without consideration to race, color, religion, national origin, gender, age or disability. The New Jersey National Guard is also committed to moving from a policy of equal opportunity to a philosophy of basic respect for the dignity of each individual. Respect for others is an aspect of our core values – service before self – and includes common courtesy, decency, and sensitivity to the needs of others.
2. Discrimination is prohibited. Discrimination is defined as:
  - a. Any action that results in unequal treatment of persons based on race, color, religion, gender (to include sexual harassment), or national origin, age, handicap, and retaliation. Complaints based on age or handicaps are not addressed in the case of military members due to the overriding military concerns of fitness and deployability.
  - b. Notwithstanding the above, actions concerning appointments, assignments and other personnel actions based on statutory or regulatory restrictions do not constitute discrimination.
3. Commanders, supervisors, and managers are expected to lead by word and example, thereby providing all personnel equal opportunities for selections, training, assignments and promotions under the principles of merit. All leaders will ensure that personnel are assigned appropriately. All personnel should be trained in accordance with applicable regulations to assist them in addressing human relations matters in a fair, consistent and timely manner at the lowest level possible.
4. In order to ensure compliance with this policy, appropriate authority will:
  - a. Make timely appropriate inquiry into any allegation of discrimination.
  - b. Take particular care to treat all personnel consistently and fairly.
  - c. Ensure that all inappropriate sexual behavior is strongly discouraged and if it does (should) occur, take immediate action to rectify.

***\*This TAG Policy Letter supersedes TAG Policy Letter 07-2, dated 23 March 2007.***

5. I ask each of you to work together to maintain a spirit of mutual respect and cooperation. It is the intention of the New Jersey National Guard to be proactive, anticipatory and forward thinking. Commanders, supervisors, and managers must implement their programs vigorously, demonstrating that they themselves embrace the values of equal opportunity. By this commitment, we can enhance the performance of our mission and provide an environment that promotes quality of life. For reasons such as differences in values and background, some individuals may find it difficult to recognize that their own behavior is offensive and/or discriminatory. It is important for each individual to be aware of and to understand that, due to differences in perception and sensitivity, their conduct may be construed as discriminatory.

6. As a matter of command emphasis, dynamic education programs will be an integral part of training to point out the positive aspects of managing diversity and preventing discrimination. The J1-Human Resource Office (HRO) will serve as the responsible agency for ensuring these educational programs are delivered to the full-time (Technician and civilian) workforce. The Army Guard Equal Opportunity Office and Air Guard Equal Opportunity/Human Resource Advisor Offices will serve as the responsible agencies for delivering these educational programs to military members. We must also increase our awareness of prejudice and sensitivity to inadvertent types of behavior. If equal opportunity does not exist, readiness will suffer. There must be a visible, credible demonstration by leaders of their commitment to this philosophy.

7. The Office of Primary Responsibility (OPR) for this TAG Policy is the HRO Equal Employment Opportunity (EEO) Office. The contact information is as follows:

New Jersey National Guard  
NJNG-HRO-EEO  
3650 Saylor's Pond Road  
Fort Dix, NJ 08640  
Commercial: (609) 562-0856  
DSN: 944-0856  
Fax: (609) 562-0855

8. Advice, assistance, and training resources on all matters concerning EEO and the Equal Opportunity (EO) program (AGR and traditional military personnel) is provided by the State Equal Employment Manager (SEEM).



GLENN K. RIETH  
Major General, NJARNG  
The Adjutant General

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